



NCD Alliance  
**ADVOCACY INSTITUTE**

## Seed Track Virtual Training 2024

**Strengthening civil society coalitions and strategic  
planning for effective advocacy**

Tuesday 23th July 2024



# Objectives of the training

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- Strengthening participants' understanding of the key steps to maintain effective national NCD alliances with a focus on effective strategic planning towards common advocacy objectives.
- Highlight relevant examples from the network on successful campaigns and effective success measures
- Provide a space to facilitate active and constructive interaction between participants.
- Inform participants about future advocacy milestones to support national advocacy work.

**Please take our pre-evaluation introductory poll now!**



## Agenda of the session (13:00-14:30 GMT)

Time	Activity	Speaker
13:00-13:05	Opening remarks	Lorena Allemandi Capacity Development Senior Manager, NCDA
13:05-13:20	Effective Advocacy for NCDs: From strategy to M&E	Linda Markova Capacity Development Manager, NCDA
13:20-13:25	Q&As	All participants
13:25-13:40	Panel discussion & Q&As	Georgia NCD Alliance Costa Rica Saludable
13:40-14:15	Breakout-group discussion	All participants
14:15-14:25	Report back in plenary	Rapporteurs
14:25-14:30	Closing remarks	Lorena Allemandi, NCDA

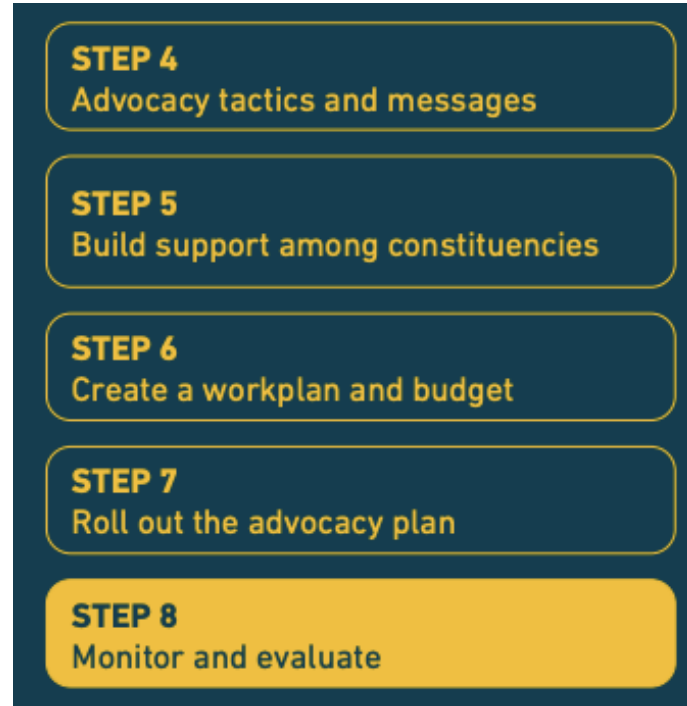
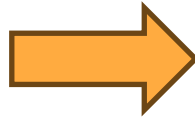
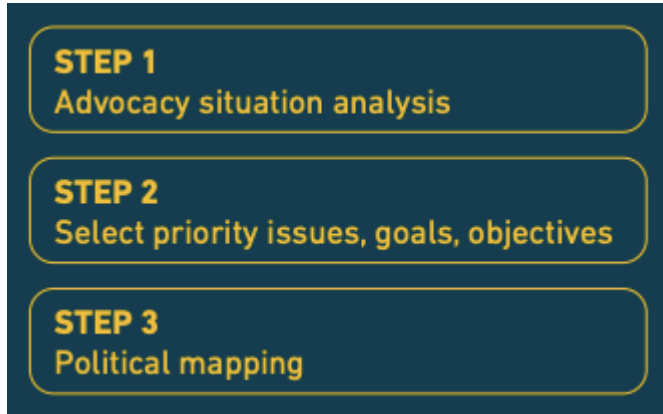
# Effective Advocacy for NCDs: From Strategy to Evaluation



Linda Markova, Capacity development Manager, NCDA

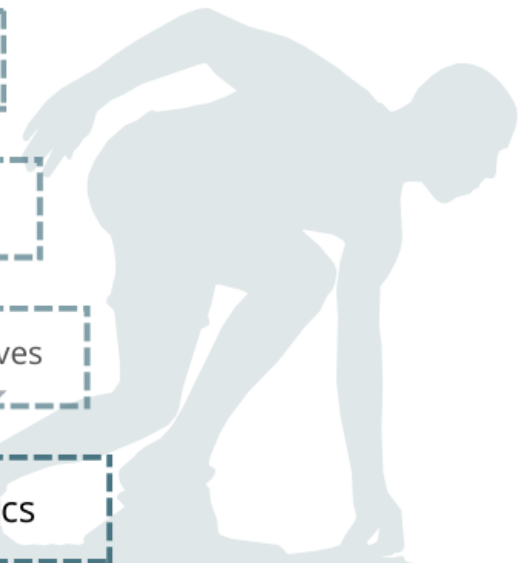
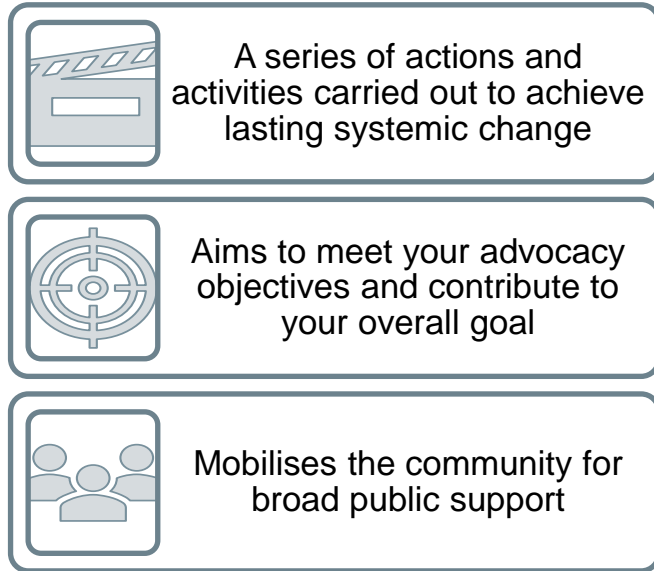
# Presentation content

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# ADVOCACY TACTICS AND MESSAGES

## What is an NCD advocacy campaign?



# ADVOCACY TACTICS AND MESSAGES

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## What are the advocacy tactics?



Influencing activities to achieve your objectives, steps in your plan



Present decision-makers with an ask for support; actions targeting decision-makers so they give you what you want



Always demonstrate power (e.g., organisations involved, public support, support of influential people, etc.)



Can involve a mix of 'insider' and 'outsider' tactics to meet the advocacy objectives and goals

**'Insider' tactics** involve using dialogue and cooperation with **those you wish to influence, working with a few key partners and building positive and constructive relationships** with decision makers, establishing your organisation as an adviser. Includes **face to face meetings, high-level dialogue (roundtables, conferences), participation in decision making bodies.**

**'Outsider' tactics (as in an advocacy campaign)** generally mean **mobilizing broad support** through highly visible activities (such as publicity and media stunts, or online campaigning). These aim to raise public awareness of an issue and **raise demand for a decision-maker** to take action. Includes **public campaigning, petitions, mobilisations, social media etc.**

# ADVOCACY TACTICS AND MESSAGES

## What are some criteria for selecting advocacy tactics?

- Face-to-face meetings
- Participation in formal decision-making mechanisms that include civil society
- Shadow reporting and consultation responses
- Public meetings, conferences, or turnout events
- Patient juries and public hearings
- Petitions and letter writing
- Communications to frame debate (e.g., letters to the editor, newspaper insertions)
- Media and social media advocacy
- Demonstrations and marches
- Events with media (e.g. press conferences)





# ADVOCACY TACTICS AND MESSAGES

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## How can you make the most of the tactics that you choose?

**Determine** your tactics with your targets clearly in mind

**Plan** a variety of activities that are appropriate to your context

**Schedule** a series of tactics in advance

**Use allies** to carry out your tactics and minimise opposition

**Be open** to unexpected opportunities

**Plan** tactics to build on each other in sequence

## How can you convey your advocacy messages to the right audiences?

**Research:** Delivering strong messages means understanding your audience

**Reflect:** Imagine yourself in their place to understand their motivations

**Consider:** How much do they know about NCDs and your specific issue?

**Simplify:** How much time do they have to read or scroll through materials?

# ADVOCACY TACTICS AND MESSAGES

## How can you create effective NCD advocacy messages?

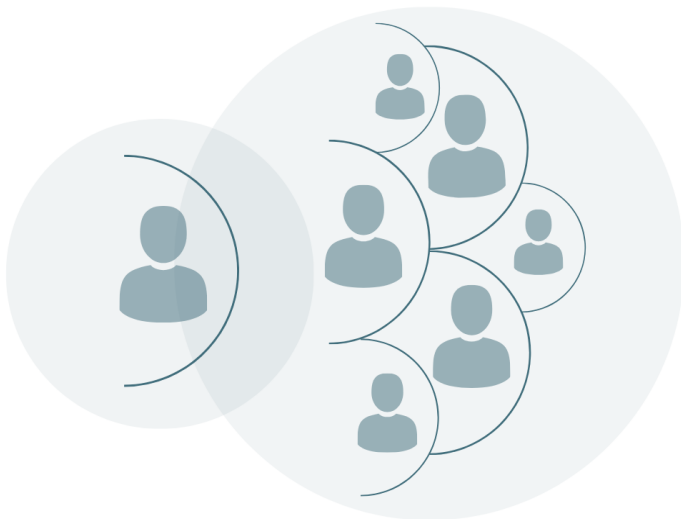
- **Clarify:** Create compelling arguments with a clear call to action
- **Strategise:** Consider your goals and objectives, what do you want to achieve?
- **Analyse:** Who is your policy audience? What motivates them? What benefits them? What will prevent them from acting? What are their demographics?
- **Tailor:** Adapt your messages to your target audience's level of understanding
- **Connect:** Honour your audience's values, political views, and cultural beliefs
- **Demonstrate:** Show clearly and with evidence (conflict-of interest free), what can be achieved through action that they have the power to implement
- **Portray:** Illustrate the stories of community groups (e.g., people living with NCDs and youth), incorporating calls to action to address their needs
- **Specify:** Be specific about projected outcomes and results, and emphasize how the action will contribute to the prevention and control of NCDs
- **Unify:** Deliver messages that cross-regional and programmatic boundaries and bring together different stakeholders
- **Simplify:** Avoid lengthy, vague, or overly complex messages
- **Educate:** Explain why it is critical to act and how they will benefit



# ADVOCACY TACTICS AND MESSAGES

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## Who is an appropriate messenger?



**Value integrity:** Choose someone who is credible, well spoken, convincing

**Be strategic:** Select messengers for different audiences or geographical or political levels. Enlist influencers for your target audience

**Be selective:** Messages can have a different impact, depending on who delivers them

**Honour the lived experience:** People living with NCDs draw upon their lived experience to bring urgency to an issue

## The benefits of media advocacy and strategic engagement with media:



**Outreach:** Reach large numbers of people quickly and costeffectively



**Influence:** Shape the public debate around your advocacy issue



**Educate:** Raise public awareness of your issue



**Compel:** Put pressure on decision-makers to take action



**Clarify:** Dispel myths or misinformation about your issue



**Publicise:** Enhance credibility and increase your name recognition

### Monitor media coverage by answering the following questions:?

- **Slant:** How is your advocacy issue being covered in the media? How is it portrayed? What are the main arguments and concerns?
- **Saturation:** How much news coverage has the issue received?
- **Outlets:** Which newspapers, websites, blogs, social media apps, TV and cable stations have had stories about your issue?
- **Opportunities:** Do you have relationships with the journalists, bloggers or influencers covering the issue?



## What are some strategies to engage the media?

- ✓ Be helpful: Cultivate relationships with journalists, bloggers, influencers by offering your expertise on NCDs and providing requested information
- ✓ Monitor the media: Look for opportunities to promote your message (e.g., breaking research on NCDs)
- ✓ Use social media: Use Twitter, Facebook, Instagram, TikTok to spread your campaign messages, engage the traditional media, and find new supporters
- ✓ Use real stories: Showcase the lived experience of people living with NCDs
- ✓ Draft comment and opinion pieces: Editorials and letters to editors
- ✓ Do their job: Write press releases in the style they use
- ✓ Offer a new angle: Provide new data, experts with new insights, etc.



## Tools to help position your advocacy issue in the media agenda:



Such communication tools will need to highlight a news angle within your advocacy issue, be adapted to the specific media target (print, radio, TV, cable, social media), and be objective, concise, and factual, using evidence and data.

## What are some tips to develop relationships with decision-makers?



- Provide assistance and be available: Offer help with other issues that they care about, while promoting your own priorities



- Be credible: Be a trustworthy source of data on NCDs and risk factors, and of compelling stories to make the case for change



- Network: Develop contacts with influential people in a variety of fields
- Check in: Keep in touch



## What are some tips for in-person meetings with decision-makers?

- **Keep it simple:** Convey the problem you are addressing, the change you want, why the change is important, and who will benefit from it
- **Call to action:** Tell them exactly what to do to support your issue and the consequences of not taking action
- **Make your case:** Support your messages with data from credible sources and bring it to life with a lived experience story
- **Prepare counter-arguments:** Use credible data to support your points
- **Plan carefully:** Meet beforehand to review key points, roles, potential challenges
- **Stay on message:** Make the most important points first in case time runs out
- **Bring an influential:** A respected person may influence the decision-maker
- **Listen:** Allow the decision-maker time to talk
- **Leave information:** A fact sheet to help them remember your key points
- **Follow-up:** Send a thank-you note and any requested information



# CREATE AN NCD ADVOCACY WORKPLAN AND BUDGET

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## What is an advocacy workplan?



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A roadmap with activities to directly contribute to making your SMART advocacy objectives happen

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Items to include: List your issue, goal, advocacy objective, allies, opponents, and advocacy targets.

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Purpose: Keeps you on track to achieve your goals and objectives

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Prioritise: Select the most urgent, pressing and priority advocacy issues and activities to make your plan as specific and strategic as possible



# CREATE AN NCD ADVOCACY WORKPLAN AND BUDGET



As you develop your advocacy workplan, it is essential that you also identify the resources needed to roll it out, from human knowledge to economic resources. Working in partnerships and alliances will help you have a pool of resources you can tap into at all stages of your advocacy campaign.



While working out a budget for your campaign, ensure you have sufficient funds to support activities as planned. A detailed breakdown of costs helps assess true financial needs, as well as areas for change.

**Check the guide!**



## TOOL 7

### Advocacy workplan template

**Instructions:** For each objective within your goal, fill out the matrix below to create your advocacy workplan. Develop a list of tactics/activities for each of your targets. Add more rows as needed.

Issue:

Goal:

**SMART objective 1:**

Partners/allies

Possible barriers/opponents and mitigating measures:

Primary target:

Secondary targets:

Tactic/activity	Person responsible	Schedule/timeframe	Resources needed
1.1			
1.2			
1.3			
1.4			
1.5			
...			

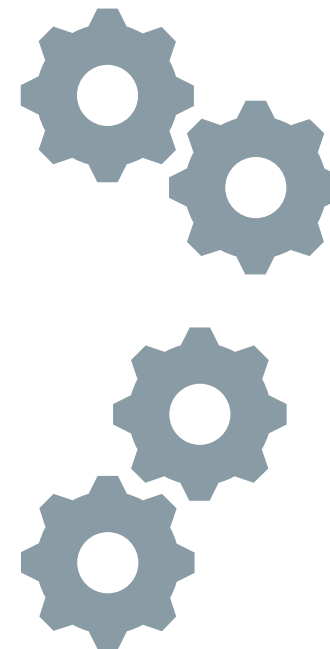
# ROLL OUT THE ADVOCACY PLAN

## OVERVIEW

After developing a workplan and budget, assess when the time is right to launch your NCD advocacy campaign (a window of opportunity)

### Questions to explore:

- How and when should you launch your NCD advocacy plan?
- How do you decide when the time is right?



### Factors to consider when launching your NCD advocacy plan:

- **Timing:** Based on your situation analysis, use windows of opportunity
- **Responsiveness:** Be able to rapidly respond to changing external environments, needs and priorities
- **Flexibility:** Be open to new avenues of political support; be open to adapt your advocacy plan to changes in the environment and landscape
- **Controversy:** Capitalise on contentious debate to bring attention to your issue, or to time the launch of your advocacy plan

- **Communications:** Schedule regular meetings (in-person or virtual) or phone calls to inform and motivate your advocacy partners
- **Monitor media coverage:** Publicise positive new developments, look for windows of opportunity brought about by news stories
- **Tracking:** Keep a record of successes and failures to learn from your experiences, and to allow others to do the same
- **Acknowledgments:** Give credit to policymakers, partners in successes

# MONITOR AND EVALUATE

## OVERVIEW

Keep track of your NCD advocacy campaign activities and assess your progress through monitoring, make adjustments when needed, and assess your overall advocacy achievements and lessons learned through evaluation

Do not forget to celebrate progress and advocacy wins, which will help your allies and partners stay engaged, motivated, and interested in taking part in the next steps of the advocacy campaign or even in future campaigns. It's also important to thank champions and allies, especially those with decision-making power, as they will see the benefits of supporting your advocacy efforts.

### Questions to explore:

- What are monitoring and evaluation for NCD advocacy?
- What is their role in NCD advocacy campaign strategies?
- What are some ways you can share your lessons learned with others?

## What is monitoring for NCD advocacy campaigns?



- Measures progress and incremental gains towards achievement of set objectives and your ultimate advocacy outcome



- Ongoing systematic gathering of information and measuring of activities to check if the campaign is going according to plan



- Notes which activities are going well or not, so they can be adapted



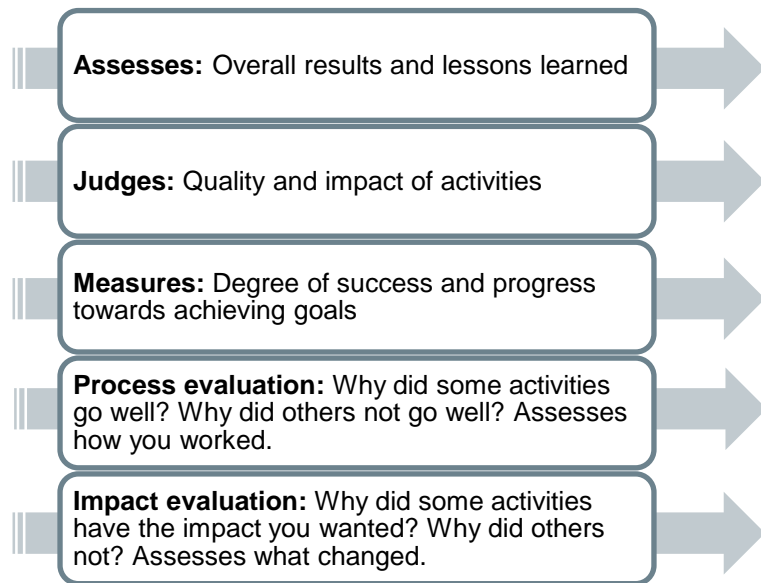
- Generates trend data to assess progress over time and achievements attributable to your own advocacy efforts



- Continued accountability effort to allies and supporters of your advocacy campaign, which can help ensure and increase the quality of your work

# MONITOR AND EVALUATE

## What is evaluation for NCD advocacy campaigns?



## What are some monitoring and evaluation tips?

- ✓ Make sure your advocacy objectives are SMART
- ✓ Collect evidence along the way to assess progress against selected indicators
- ✓ Refine the strategy as you go along, based on progress achieved
- ✓ Build time into your advocacy plan for a mid-campaign review, assessing results of activities, revising your strategy, and adapting your approaches if needed
- ✓ Conduct an end-of-campaign review to evaluate activities from start to finish
- ✓ As you monitor progress, keep focused on your overall goal and objectives
- ✓ Consider working with new partners or changing target decision-makers or tactics if you are not making progress

# MONITOR AND EVALUATE

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## What should be measured in advocacy?

- **Advocacy gains:** Foundational level outcomes that are essential to advocacy, but wouldn't be considered wins, including but not limited to agenda setting and building support for policy changes (e.g., issue framing and prioritisation of policy options, development and dissemination of policy messages, recruitment of new champions).
- **Advocacy wins:** Mainly policy adoption as the final advocacy outcome (legislative, judicial, or administrative).

## Type of monitoring methods:

**Recording:** document meetings and communications with targets

**Tracking:** note when target audiences use your advocacy messages

Conducting surveys and interviews: determine the impact of your activities and any recognition they have received

**Media monitoring:** tracking coverage of your issue

## What are performance indicators or targets?

- Variables with characteristics of quality, quantity, and time
- Measure changes in a health situation directly or indirectly
- Help assess the extent to which your objectives are achieved
- Provide a basis for developing plans for improvement
- **Examples:** Number and type of supportive statements made by policymakers; number of spokespeople trained; number of media hits; increased level of funding in government budget for your issue; number of people with lived experience meaningfully involved in decision-making

# MONITOR AND EVALUATE

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## What are some monitoring and evaluation tips?<sup>14</sup>

- Make sure your advocacy objectives are SMART ([see Step 2 - Select priority issues, goals, and objectives](#))
- Collect evidence along the way to assess progress against selected indicators
- Refine the strategy as you go along, based on progress achieved
- Build time into your advocacy plan for a mid-campaign review, assessing results of activities, revising your strategy, and adapting your approaches if needed
- Conduct an end-of-campaign review to evaluate activities from start to finish
- As you monitor progress, keep focused on your overall goal and objectives
- Consider working with new partners or changing target decision-makers or tactics if you are not making progress

## How can you share your lessons learned?<sup>15</sup>

Write up the results of your NCD advocacy campaign, considering the following:

- **Expectations:** What did you think would happen with the campaign?
- **Reality:** What actually happened?
- **Achievements:** What worked well in the campaign? Why?
- **Going forward:** What should be continued in the future?
- **Challenges:** What didn't work well in the campaign? Why?
- **Improvements:** What could you do to enhance the approach in the future?
- **Recommendations:** What advice do you have for others seeking to conduct a similar campaign in a different setting?

# Time for Q&As

## 5 min



# Highlight from NCD Alliances

## 10 min

**Simon Gabritchidze**  
NCD Alliance Georgia

**Nydia Amador**  
Costa Rica Saludable



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# Time for reflections!

5 min



# Breakout groups (30 mins)

- What advocacy tactics have you found most effective in raising awareness and advocating for NCD response in your country?
- Do you work with communication experts within your teams, how do you engage with the media in your country, what strategies have you used to get them interested in your advocacy issue?
- Do you measure your advocacy plans? If so, how? What tools or methods do you find most effective for monitoring and evaluating progress?
- What challenges have you faced when creating an advocacy workplan and budget for NCD initiatives, and how did you overcome them? (OPTIONAL)

Each group will choose a representative to report back in the plenary  
(2-3 mins per group)



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# Group 1 Lorena

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- What advocacy tactics have you found most effective in raising awareness and advocating for NCD response in your country?
  - Meetings with medical doctors, workshops with parents, one-to-one meetings with decision-makers. (Venezuela)
  - Evidence based research – plan advocacy campaign based on that research. Press releases for the media (Georgia)
  - Media advocacy (monthly press releases)
- Do you work with communication experts within your teams, how do you engage with the media in your country, what strategies have you used to get them interested in your advocacy issue?
  - live TV programmes, press releases. There is a community manager within the team and someone monitoring the media. No financial resources to include the radio in the strategy. (Costa Rica)
  - Engage Radio and TV linking with activities the organisation is doing and involving community groups and people with diabetes, publicising in the org's own social media. No communication/media expert within the team (Botswana)
  - Journalist herself. Very useful for the advocacy plan. Relevance of moving from organic to strategic planning (Venezuela)
  - No experience in advocacy, mostly research . Knowledge translation. Using specific days to bring the attention of the media (Salt awareness week, hypertension day). Communication experts within the team. (CR)
- Do you measure your advocacy plans? If so, how? What tools or methods do you find most effective for monitoring and evaluating progress?
  - In general, no measuring advocacy plans in place except for Georgia.
  - Georgia: having good indicators (short-mid-long) is key. Using different methodology.
- What challenges have you faced when creating an advocacy workplan and budget for NCD initiatives, and how did you overcome them? (OPTIONAL)

# Group 2 Linda

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- **What advocacy tactics have you found most effective in raising awareness and advocating for NCD response in your country?**

Stakeholder analysis - "magical" - really works

Direct communication with policy makers and decision makers - issues understanding with MoF, members of parliament intermediate - tactic to use them

Organising conference - and invite people from the government there, willingness of me

Consultative bodies - interface of CSOs and decision makers

Engage with media more often,

- **Do you work with communication experts within your teams, how do you engage with the media in your country, what strategies have you used to get them interested in your advocacy issue?**

Resource constraints to have media experts within the team – but making most with the resource we have

Media not top interest health, most effective way to involve – to organise trainings for media, use digital media, internet media channels, think of topics and wait for framing them to make it interest

Cameroon: have to manage two official languages, grab their attention during global campaigns such as the global week for action – prepare briefings, press releases, brochures, having opportunities that concerns them to keep them interest in the work of the alliance

Cameroon – media training session for the media, commitment form at the end of the training -

- **Do you measure your advocacy plans? If so, how? What tools or methods do you find most effective for monitoring and evaluating progress?**

George: national & strategy and action - Implementation of the plan the challenge; scarce resources to do M&E

Media advocacy – easier to measure advocacy work in the media - number of shares/followers etc

- **What challenges have you faced when creating an advocacy workplan and budget for NCD initiatives, and how did you overcome them? (OPTIONAL)**

## Group 3 Nyla

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- What advocacy tactics have you found most effective in raising awareness and advocating for NCD response in your country?  
Inclusive participation with stakeholders: mapping stakeholders, power and interest in activities. Thus far, have been able to meet with parliamentarians, and show research.
- Do you work with communication experts within your teams, how do you engage with the media in your country, what strategies have you used to get them interested in your advocacy issue?  
Developed communication plan, get in touch with media and press via workshops  
Teaching media about present issues and advocacy
- Do you measure your advocacy plans? If so, how? What tools or methods do you find most effective for monitoring and evaluating progress?  
Set of questions, seeing what works for communities and what doesn't. Out of the feedback, see what messages are far reaching; Holding meetings; Following up on social media platforms, analysing reach and engagement, looking at which strategies to take
- What challenges have you faced when creating an advocacy workplan and budget for NCD initiatives, and how did you overcome them? (OPTIONAL)

## Group 4 Elwira

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- What advocacy tactics have you found most effective in raising awareness and advocating for NCD response in your country?

Nepal: 1. consistency and persistence in your work while reaching different audiences. 2. To choose appropriate leaders and advocates that the other stakeholders will listen. It is important who is advocating.

Cambodia: 1. Evident based and proved data to introduce during advocating. Engage with people living with NCD. Define the needs of interested group (PLWNCDs). 2. To engage with media and gather media support. Use modern tools such as TikTok. Reach out to recognized, influential journalists.

- Do you work with communication experts within your teams, how do you engage with the media in your country, what strategies have you used to get them interested in your advocacy issue?

Nepal: we collaborate with journalists (founding members of the alliance). It is important not to mixe advocation with raising awareness. It is important to be aware of journalists political connections.

Cambodia: Emphasized the journalists political connections. Be carefull while choosing media. Using modern media sources and channles.

- Do you measure your advocacy plans? If so, how? What tools or methods do you find most effective for monitoring and evaluating progress?

Nepal: It is good to have defined the role of the advocate. The evaluation of advocacy should proceed similarly to research, be systematic, well planned and defined.

Cambodia: Define the champions. Engage with relevant stakeholder. Support from PLWNCDs.

- What challenges have you faced when creating an advocacy workplan and budget for NCD initiatives, and how did you overcome them? (OPTIONAL)

# Report back in plenary

## 10 min

# Closing & Next Steps

## 5 min

Please complete the post-evaluation form before you leave the call!

Feel free to use the Practical Guides







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**THANK YOU**



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